

2009 Annual Report

Chesterfield County Police



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Providing a FIRST CHOICE community through excellence in public service

MESSAGE FROM THE CHIEF OF POLICE

Fiscal budgetary constraints were a prevailing theme for public safety agencies in 2009. While these limitations did not permit the Chesterfield County Police Department to expand programs, thankfully it did not translate into a reduction of public safety services for Chesterfield County residents. Our department has consistently sought new methods, training, technology and equipment that enable us to be a progressive police department.

While I am disappointed we cannot explore those avenues this budget year, we continue to focus on effective cost saving methods. One such means is through our numerous volunteer programs. Not only do these mainstay programs allow us to save money, but they serve as an excellent foundation for community outreach and involvement. The department maintained the lowest crime rate per capita in the Richmond metropolitan area and saw a reduction in the overall 2009 crime rate. While property crimes have increased, violent crime has decreased. We concentrated on traffic safety through awareness and enforcement initiatives to include the *Start Safe-Stay Safe* campaign to reduce crashes, injuries and deaths on Chesterfield County roads.

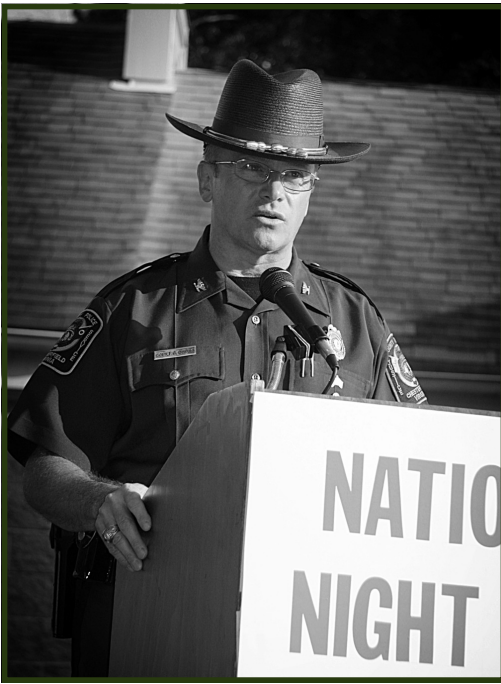
The department and its officers remain committed to preserving a safe community despite fiscal impacts. This is accomplished through community-policing initiatives, placing uniformed officers where you live and work and where your children attend school, encouraging new and established officers to work seamlessly to address crime and even budget shortfalls, challenging division commanders to ensure greater accountability and customer service, educating residents about crime prevention programs and citizen involvement. It is imperative we continue to work together to address and reduce crime.



Sincerely,

A handwritten signature in black ink, appearing to read 'Thierry G. Dupuis'.

Thierry G. Dupuis, Chief of Police



MISSION

The mission of the Chesterfield County Police Department is to provide a professional and unbiased response to the needs of the community. It is the department's goal to establish a partnership with the citizens in achieving a "FIRST CHOICE community through excellence in public service."



VISION

It is the vision of the Chesterfield County Police Department to continue to provide quality service to the community as a nationally recognized leader among law enforcement agencies, utilizing state-of-the-art information and policing technologies, attracting and maintaining professional employees, consistently improving our quality of training, and demonstrating innovation and operational flexibility.



CORE VALUES

Integrity

Community Safety

Service

Quality

STRATEGIC GOALS



Lt. Jason Zaccarine plays a game of football with a new-found friend at Ettrick Park's National Night Out celebration.

To establish, maintain and enhance community partnerships that help ensure a safe community

To maximize operational efficiency and deliver excellence in customer service

To increase the proportion of crimes cleared by arrest

Reduce and control criminal activity

Provide effective policing and ensure continued public safety

Increase citizen safety and the perception of safety

To be the law enforcement employer of choice



QUICK FACTS

Chesterfield County is the largest county in the metropolitan area

The county encompasses 446 square miles

There are more than 315,000 Chesterfield County residents

Interstate 95, the major north-south artery along the East Coast, traverses the County

The Chesterfield County Police Department is a professionally accredited organization

The department was formally established in April 1924

In June 1924, there were four police officers and the chief of police

Today there are 501 authorized officers and 106 civilians

The department is organized into four bureaus: Uniform Operations Bureau, Investigations Bureau, Operational Support Bureau, and Administrative Support Bureau

Officers work from two division stations, headquarters, support services office, county schools as well as community policing offices throughout the County

Officers have the opportunity to serve on several specialized teams including the Special Weapons and Tactics (SWAT), Hostage Negotiations, Special Response Unit, Honor Guard and others.



OFFICE OF THE CHIEF OF POLICE

The Office of the Chief of Police is led by Colonel Thierry G. Dupuis and consists of the deputy chiefs of operations and support, Finance Unit, Grants program, Homeland Security and Organizational Preparedness, Media Relations and Office of Professional Standards. Colonel Dupuis and the deputy chiefs develop the annual budget and department performance plan and manage and direct department activities to comply with department and county administrative policies and local and state

laws.

The Finance Unit

oversees all financial aspects of the department including the annual budget, performance and capital-improvement plans, expenditures, payroll, time keeping and administrative and financial tasks regarding the false-alarm ordinance.



The Homeland Security and Operational Preparedness

coordinator manages the department's homeland security efforts at the local level in cooperation with state and federal law enforcement officials and the private sector. This position ensures the department is adequately prepared to handle natural and man-made disasters. The coordinator also develops and provides awareness-level training for department staff, other county agencies, critical infrastructure managers and owners as well as citizen groups.

The Grants coordinator

explores and obtains prospective sources for grant funding. The coordinator works with numerous department members to assess their needs, assembles and submits completed applications. This position also assists other aligned agencies with their grant submissions. Additionally, all grants are tracked through quarterly progress reports. In 2009, the coordinator prepared grant applications and the department was awarded more than \$1,100,000, a nearly \$7,000 increase from 2008.



TOP LEFT: Lt. Col. Ben Mize, deputy chief of operations, Col. Thierry G. Dupuis, chief of police and Lt. Col. John Austin, deputy chief of support.

ABOVE: Lt. Col. Austin talks with residents.



Media Relations facilitates all internal and external media-related matters. The public information coordinator manages all media requests for statistics and interviews from local and national media outlets, researches and composes media releases and prepares department members for interviews. The office generated 193 media releases and researched about 1,500 inquiries in 2009.

The Office of Professional Standards is charged with the responsibility of maintaining the high standards and integrity of the department. It serves as the department's self-policing function. This function is frequently called "internal affairs" in other departments. The office provides residents with a fair and unbiased avenue to address legitimate grievances against officers. Members of the Office of Professional Standards also manage policy changes, maintain accreditation standards, conduct audits, oversee internal investigations into officer conduct and review all officer-involved use of force incidents. This staff also facilitates annual department awards and organizes the department's annual awards ceremony. The office was presented with a Unit Citation at the 2009 Awards and Recognition Ceremony on October 22, 2009 for their dedication to excellence in customer service, and process improvements.



TOP LEFT: Capt. Lorrie Smith talks with WTVR's Shelby Brown about a recruiting event for women. **TOP RIGHT:** Col. Dupuis interviews with WTVR about the importance of Neighborhood Watch programs and the National Night Out celebration. **BOTTOM:** Col. Dupuis presents the Office of Professional Standards staff with a Unit Citation

ADMINISTRATIVE SUPPORT BUREAU

The Administrative Support Bureau manages both the Human Resources and Planning and Information Services divisions. Crime analysis, automation as well as criminal-history records are also managed under this bureau.

HUMAN RESOURCES DIVISION

The Human Resources Division recruits, tests and administers background investigations and screens candidates for employment. Staff members also manage background investigations for all county volunteers and regulated occupations permit requests.

Staff processed 1,690 police officer applications and tested 675 applicants in 2009. The division hosted or participated in more than 100 recruitment events and hosted a successful *Women in Policing* recruitment event at an area shopping center.

PLANNING AND INFORMATION SERVICES DIVISION

The Intelligence and Analysis Unit includes crime, intelligence, information retrieval, narcotics analysis and traffic. The unit forecasts crime potential and trends while also establishing suspect correlation. Analysts work in conjunction with detectives and officers to allocate necessary resources and people in those specified areas.

Members of the unit also write programs to retrieve data from automated files. Staff research and disseminate internal, citizen and media statistical data requests.

The traffic analyst, within this unit, examines traffic-related issues on county roads and retains the neighborhood traffic hotline. The analyst works with police officers, the Chesterfield County Department of Transportation and Virginia Department of Transportation on mutual issues.

The Police Systems Support Unit manages all information communications technology functions. Employees advise staff about technology advances and work closely with the county's Department of Information Systems Technologies. Staff received and installed 145 new mobile data terminals in patrol vehicles.

The Records Unit is the information repository for all crash, crime, arrest and related reports produced by the department. Reports are then received, reviewed, coded and entered into the Records Management System. Staff collect and transmit criminal activity information on a monthly basis to the Federal Bureau of Investigation and the Virginia State Police.



TOP/BOTTOM: Human Resources staff Carol Duke and Mel Hamner encourage and time applicants during the physical testing session.

INVESTIGATIONS BUREAU

The Investigations Bureau is comprised of the Criminal Investigations and Special Investigations divisions. Detectives and supervisors investigate a multitude of crimes against persons and their property, ranging from larceny to homicide. Organizational structure and divisional responsibility are defined by the type of crime being investigated.

CRIMINAL INVESTIGATIONS DIVISION

The Crimes Against Persons Unit includes the General Crimes, Special Victims and the Major Case sections. Detectives assigned to these areas investigate assaults, child abuse or exploitation, missing persons cases, deaths, homicides, suicides, robberies, and firearms violations. Major Case Detective Chris Humphries was named *Detective of the Year* for his work on the high-profile Ryan Matko and Zaundra Gray homicide cases.



The Crimes Against Property Unit includes the General Property crimes, Economic Crime, Auto Theft and Larceny from Auto sections. These detectives investigate everything from arson, burglary, identity theft, auto theft, fraud, embezzlement and larceny. Auto Theft Detectives Kat Ready and Lee Switzer received H.E.A.T award in 2009 for their extensive investigation into multiple stolen vehicles that were later dismantled and sold as parts.

The Forensic Unit consists of civilian and sworn staff members who are tasked with processing crime scenes. Their work ranges from crime scene photography to evidence collection and fingerprint analysis. Staff maintain automated fingerprint files, present in-house training, examine and enhance video evidence as well as prepare and deliver courtroom presentations.



TOP: Lt. Tim Smith, Property Section, speaks with a citizen. **ABOVE:** Forensic Inv. Judy McCartney gives presentation on Forensic Unit. **RIGHT:** Forensic Inv. Cory Chatham and UOB Off. Harold Childs discuss evidence from a case.



SPECIAL INVESTIGATIONS DIVISION

The Organized Crime and Intelligence Unit works collectively with local, state and federal agencies to monitor illegal criminal business enterprises to include trademark and service mark infringement, counterfeit merchandise sales, pirating as well as money laundering.

The Tactical Investigations Unit pinpoints countywide serial criminal activity focusing targeted covert surveillance to disrupt these activities and apprehend those responsible. Additionally these detectives are tasked with managing all electronic surveillance operations and equipment in support of other operational units. In one case, unit members conducted

a lengthy investigation that involved two suspects who broke into several office complexes, stole credit cards then used the cards to withdraw money from automated teller machines. The suspects were successfully identified, arrested and subsequently charged with 17 cases in Chesterfield County. They were also tied to more than 25 other cases in Virginia and neighboring states.

The Vice and Narcotics Unit investigates drug trafficking, gambling, prostitution and pornography cases. Detectives specifically target drug operations with the goal of dismantling them from the bottom up. Unit members in 2009 conducted 21 internet and street-based prostitution operations.

The Fugitive Section has the primary role of locating and arresting wanted persons as well as serving outstanding criminal warrants. This section handles extradition proceedings for wanted Chesterfield County fugitives who are found and held in other states. The detectives also serve on the Regional Fugitive Task Force under the direction of the U.S. Marshals Service. This year, 591 fugitives were arrested and 1014 warrants were served.



TOP LEFT: Members of the Tactical Investigations Unit confer with UO B Commander. **ABOVE:** Tactical Investigations Unit technician G. Landrum explains capabilities of surveillance camera/equipment.

OPERATIONAL SUPPORT BUREAU



The **Operational Support Bureau** serves as a department-wide logistical support network. It is comprised of the Police Training and Support Services divisions.

POLICE TRAINING DIVISION

The **Police Training Division** delivers a full-range curriculum that educates and trains basic recruits, officers and detectives and includes in-service,

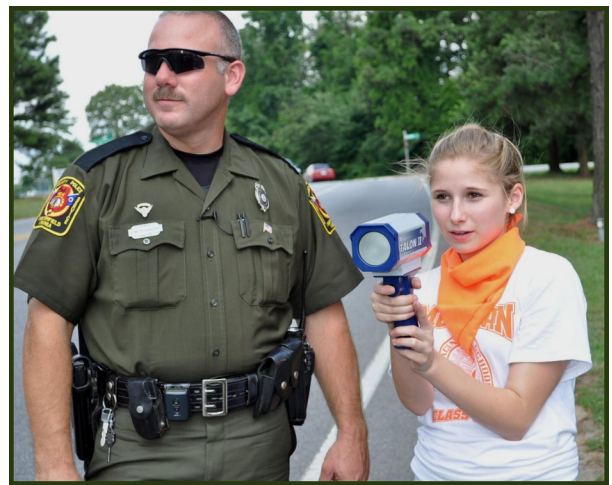
specialized and recertification training and career development as approved by the Virginia Department of Criminal Justice Services. The division also maintains state academy accreditation. Personnel trained 34 officers who graduated from the 53rd and 54th Basic academies and five Auxiliary officers.

SUPPORT SERVICES DIVISION

The **Crime Prevention Section** manages more than 280 Neighborhood Watch programs, 690 Business Watch programs and more than 70 apartment community programs. The Section focuses on community outreach and educates residents about workplace-violence prevention, personal-safety and crime prevention. The section hosts regular Citizen Academies with some held exclusively for senior citizens or teens. Citizen academies educate residents about the operations of their police department. These popular outreach programs further engage residents and subsequently promote volunteerism.

The Crime Prevention Through Environmental Design

specialist assesses site plans for residential, industrial and commercial establishments that coincide with current CPTED guidelines and practices. The specialist makes recommendations for improvement when necessary.



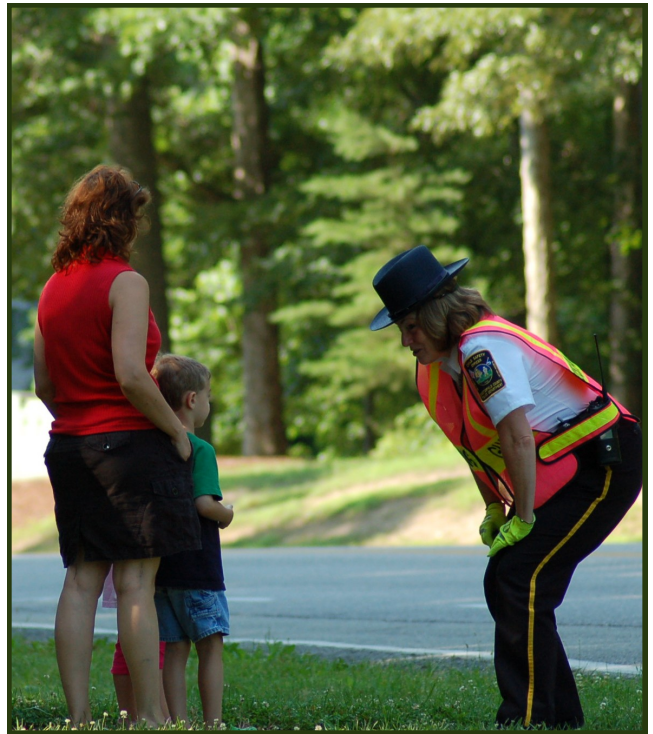
TOP LEFT: Capt. Hal Moser talks to police recruits. **ABOVE:** One of Ettrick's younger residents enjoying the National Night Out balloon and festivities. **LOWER RIGHT:** Off. Eddie Pierpont with a Teen Citizens Academy student.

The Child Safety Office includes school crossing guards , child-safety officers and their supervisors who presented the Success Through Education and Proactive Policing (STEPP) program 4,447 times to more than 26,000 elementary students in 2009. Children learn about responsible behavior, personal safety, drug and alcohol prevention as well as conflict resolution. This office and its staff strives to educate students using a variety of programs including *Use, You lose, Reach Out-Teach In* and *Bandfest*.



The Animal Control Unit officers enforce county ordinances and state laws as they pertain to domestic animals. The unit manages an animal shelter and partners with the Chesterfield County Humane Society to create awareness about proper animal care as well as increase adoptions. In 2009, the unit partnered with the Chesterfield County Department of Social Services and created a teen internship program in which teens gain work experience and examine career opportunities.

The Police Property and Evidence Unit is responsible for evidence storage for the police and fire departments as well as the Sheriff's Office. Staff members purchase, outfit and maintain necessary tools and equipment for the police department. The unit manages the police vehicle fleet. The unit collected and stored more than 12,000 pieces of evidence and processed more than 44,000 evidence transactions in 2009.



TOP RIGHT: Child Safety Coordinator Mary Garber reviews pedestrian safety with children and their parents. **ABOVE LEFT:** Micky Grodski and Mary Garber educate elementary kids about the *Use, You Lose* program. **BOTTOM RIGHT:** Animal Control Off. Steven Ayers poses with a furry friend.

UNIFORM OPERATIONS BUREAU



The Uniform Operations Bureau is the largest staffed bureau of the department and its patrol divisions are divided geographically into north and south divisions. This represents a return to a more focused geographic based policing which allows for greater accountability and more flexible resource management. UOB officers are most often the first people citizens interact with following a police-related matter. The Uniform Operations Bureau is considered the “backbone” of the Department. These officers are assigned to designated beats to prevent and deter crime and enforce state or local laws.

NORTH DIVISION

The North Division operates from the Midlothian Station located at the intersection of North Providence Rd. and Midlothian Tnpk. This division is comprised of two geographic zones encompassing 21 beats that span the County from its borders with the City of Richmond westward to Powhatan and Amelia counties. The North Division has 125 officers and supervisors assigned to patrol duties.

SOUTH DIVISION

The South Division covers the southern portion of the County ranging from the City of Richmond to the borders of the cities of Hopewell, Colonial Heights, and Petersburg. The South Division is located at Chester Station near the intersection of Jefferson Davis Hwy. and W. Hundred Rd. Over 100 officers patrol 20 beats during three shifts from this location.

Special Enforcement Teams were formed in 2009 for each of the Department’s geographical divisions. These teams have the flexibility to provide overt enforcement through a uniform presence or function covertly to target specific crime problems. In 2009, the two teams made 822 traffic arrests and 562 criminal arrests.



TOP LEFT: UOB Off. Stephen Floyd handles a vehicle crash . **ABOVE:** UOB Off. Tommy Mitchell communicates with a Communications officer.

The **Community Policing Program** was re-activated with four officers divided between the two divisions . Community policing officers work with citizens, business owners, and community leaders to address quality of life issues within the division to reduce criminal activity and address citizen concerns.

SPECIAL OPERATIONS DIVISION

The Special Operations Division houses the Traffic Section, School Resource Officer Section, Motorcycle Squad, Aviation and K-9 sections. This division handles all administrative duties for the Bureau such as, shift assignments, off-duty employment and court scheduling as well as provides a liaison for judges and other court personnel.

The School Resource Officer Section moved from the Support Services Division to the Uniform Operations Bureau to align these officers with other operational personnel in 2009. These officers perform general police duties at all county middle and high schools.



The K-9 Section pairs police officers and dogs who search for criminals, evidence, missing people or drugs. K-9 dogs are one of the best non-lethal aids in the prevention and detection of crime. There are six patrol dogs, two drug dogs and eight police officers assigned to this section. K-9 officers and their dogs train, work and live together.



The Aviation Section provides aerial surveillance operations throughout the Richmond metropolitan area. Chesterfield and Henrico counties and the city of Richmond each contribute equipment, personnel and financial support. Section members respond to calls for service, take aerial photos and track pursuits.

LEFT: K-9 Sgt. Michael Breeden with K-9. **ABOVE:** K-9 officers Scott Crews and Lee Owens in a training session

The Traffic Section and Motorcycle Squad enforce traffic safety laws on county roads via roaming patrols, red-light enforcement operations, DUI checkpoints, and commercial vehicle inspections. The Traffic Section investigates all life-threatening or fatal motor-vehicle crashes. These officers participated in national traffic safety campaigns to include *Click it or Ticket*, *Checkpoint Strikeforce*, as well as *Smart, Safe and Sober*.



START SAFE—STAY SAFE CAMPAIGN DELIVERS RESULTS

The Chesterfield County Police Department remains focused on traffic safety, awareness and enforcement. Over the years, the department has sought methods to improve its traffic safety program to help save lives and reduce crashes. Traffic safety advocacy begins with people. The Department recognized that training, data analysis, community awareness and education programs and active enforcement, all play major roles in a successful comprehensive traffic safety program.

The department launched *Start Safe-Stay Safe*, a high visibility traffic and boating awareness and enforcement campaign to reduce crashes and injuries caused by careless, intoxicated and reckless drivers and passengers. The initiative targeted drunk driving and boating, speeding, red light and seatbelt violations. The campaign included countywide DUI checkpoints, red-light and speed-enforcement operations and aggressive traffic patrols.

Major Karl S. Leonard, commander of the Uniform Operations Bureau, challenged officers from the Traffic Section, Motorcycle Squad, Special Enforcement Teams, North and South Divisions and Auxiliary Police to work together on this summer-long traffic safety program. They worked throughout three different shifts.

The campaign was introduced Friday, May 22, 2009, just prior to Memorial Day weekend via a high-profile media campaign that included a media release, multiple radio and on-camera interviews with area media outlets. Media outlets were invited to several traffic enforcement operations.

Start Safe-Stay Safe concluded Monday, September 7, 2009 and resulted in the following:

33% decrease in fatal crashes for same 2008 period

9% decrease in total crashes for same 2008 period

7% decrease in alcohol-related crashes for same 2008 period

27% increase in traffic summons for same 2008 period



SPECIALIZED UNITS

The Special Weapons and Tactics (SWAT) team members are selected from throughout the Department. The team is trained to handle high-risk situations requiring advanced tactical training, equipment, and weapons. In June 2009, the Department's SWAT Team won 1st place overall at the 9th Annual SWAT Team Competition hosted by the Harrisonburg Police Department. Members of the SWAT team also competed in the 16th Annual SWAT Conference and Competition in Spartanburg, SC. They placed 3rd in the pistol competition and sixth in the overall competition.

The Hostage Negotiations team are department members whose highly specialized training is used in an effort to negotiate peaceful resolutions of volatile situations such as barricaded subjects or hostage situations.



LEFT: A SWAT member stands by door during training exercise. **RIGHT:** Ofc. Chris Hugate and Sgt. Wray Richardson demonstrate an entry to Teen Citizens Academy. **BOTTOM:** Lt. Chris Hensley coaches team members at a SWAT competition



The Honor Guard is open to all officers in the Department. Members may be called upon to provide ceremonial support at award ceremonies, academy graduations, memorial services as well as funerals.



ABOVE: Det. Bill Gallagher and Off. S Grochmal pose for photograph in front of old courthouse .

RIGHT: Members of the Chesterfield Police Department Honor Guard.



LEFT: An SRU member dons his gas mask during a training exercise. **ABOVE:** Members of the Special Response Unit await instructions while training. .

The Special Response Unit (SRU) is the police departments civil disturbance response team, trained to respond to situations involving civil unrest or riots. Additionally, the Special Response Unit may assist in large-scale searches. There are currently 40 members assigned to the Unit . Members are selected from each of the bureaus.



AWARDS

It is important to recognize a job well done. Every day public safety employees come into contact with hundreds of people in some of the best and worst circumstances. Every October the department hosts the Awards and Recognition Ceremony to recognize and celebrate the significant achievements of citizens and public safety personnel. This includes officers, detectives, supervisors, civilians and members of the community. Award recipients and their families gather at this dinner ceremony. Awards are presented by Colonel Dupuis and command staff members. These are a few of the 2009 award recipients. To learn more about their stories, please visit www.chesterfield.gov/police.

Citizen Recognition and Appreciation

Shawn E. Stern
Kendra C. Washman
Rober Holzner

Purple Heart

Off. 1st Class Bartholomew B. Clarke

Rookie of the Year

Off. 1st Class James R. Lamb

Officer of the Year

Cpl. Samuel L. Nussman IV

Detective of the Year

Career Det. Robert C. Humphries

Civilian of the Year

Gerald A. Landrum

Emergency Communications Officer of the Year

Pearl M. Goff

Animal Control Officer of the Year

Hunter B. Price

Auxiliary Officer of the Year

Kenneth T. Roeber

Volunteer of the Year

Thomas F. Schmitt

Explorer of the Year

Rebecca A. McCartney



ABOVE: Clockwise— Career Det. Humphries and Col. Dupuis, Off. 1st Class B.B. Clarke and Col. Dupuis, Off. 1st Class James R. Lamb and Col. Dupuis, and Kendra C. Washman with Col. Dupuis

COMMUNITY AND VOLUNTEERS

Volunteer programs have long been an active and successful component of the Chesterfield County Police Department. Volunteerism serves as a community outreach platform and develops positive partnerships within our community. The department boasts an award-winning volunteer program that utilizes the skills and talents of 169 volunteers from all age ranges and walks of life. They contributed 32,352 hours, saving the department \$655,138.12. Volunteers work in a number of offices throughout the department and lend their expertise in everything from Neighborhood Watch programs to case file management and clerical support.

Chesterfield County Auxiliary Police are sworn police officers and exercise full police powers within the county. They serve as personnel support for all officers. This team of 28 volunteers patrol assigned areas, provide assistance for missing persons searches, parades, funerals and assist in traffic enforcement. They worked 9,946 hours in 2009.

Police Chaplains provide confidential pastoral and guidance services for officers, their families, department employees and citizens in times of crisis. These local clergy are available upon referral by peers and supervisors and by request.

Law Enforcement Explorer Post 609 was founded in 1977 as a program for young men and women who are interested in pursuing law enforcement or criminal justice careers. Fifteen explorers assist at various department functions and events.

The Chesterfield County Police Foundation offers a tax-deductible means to make property or monetary donations to support the Chesterfield County law-enforcement community. Their work facilitates partnerships between citizens and law enforcement.



ABOVE: Members of Explorer Post 609. **LOWER LEFT:** Motorist Assistance Team member directs traffic



The Motorist Assistance Team includes eight volunteers who help disabled motorists on the county roads. They also provide traffic flow assistance at vehicle crashes and special events.

Chesterfield County/ Colonial Heights Crime Solvers is an anonymous tip-reporting program in which citizens can report criminal activity or provide information on a 24-hour/seven-day basis via an anonymous phone hotline, Text-

A-Tip or the Crime Solvers Web site. Citizens are eligible to receive a monetary reward should their information lead to a conviction. The group celebrated their 25th anniversary in October 2009.

VOLUNTEER PROGRAM NATIONALLY RECOGNIZED

The Chesterfield County Police Department was nationally recognized for their exceptional volunteer program by the International Association of Chiefs of Police and Science Applications International Corporation . The department was one of three recipients including the Mesa Police Department in Arizona and San Antonio Police Department in Texas.

Colonel Dupuis accepted the *Outstanding Volunteer Program* award on behalf of the department at the IACP annual conference on October 6, 2009 in Denver, Colorado. The award recognized law enforcement agencies that developed and implemented innovation and effective volunteer programs. Carole Maxwell, the department's volunteer coordinator wrote and submitted an application that outlined the program's history, recruitment efforts, positions, achievements, supervision, evaluation, recognition, awards and positive results.



Photo by Bill Cronin Col. Thierry G. Dupuis with representatives from the other award winning agencies .

The department further celebrated this award and volunteerism at the annual Volunteer Recognition Ceremony and Dinner on October 24, 2009. In typical fashion, command staff members served dinner to volunteers. To learn more about volunteerism with the Chesterfield County Police Department, please contact Carole Maxwell at Maxwellc@chesterfield.gov or visit the Web site at www.chesterfield.gov/police.



LEFT: Col. Dupuis serves dinner to an Explorer at the annual Volunteer Recognition Ceremony and Dinner. **RIGHT:** Lt. Col. Austin and Capt. Neal serve dinner to a valued volunteer.

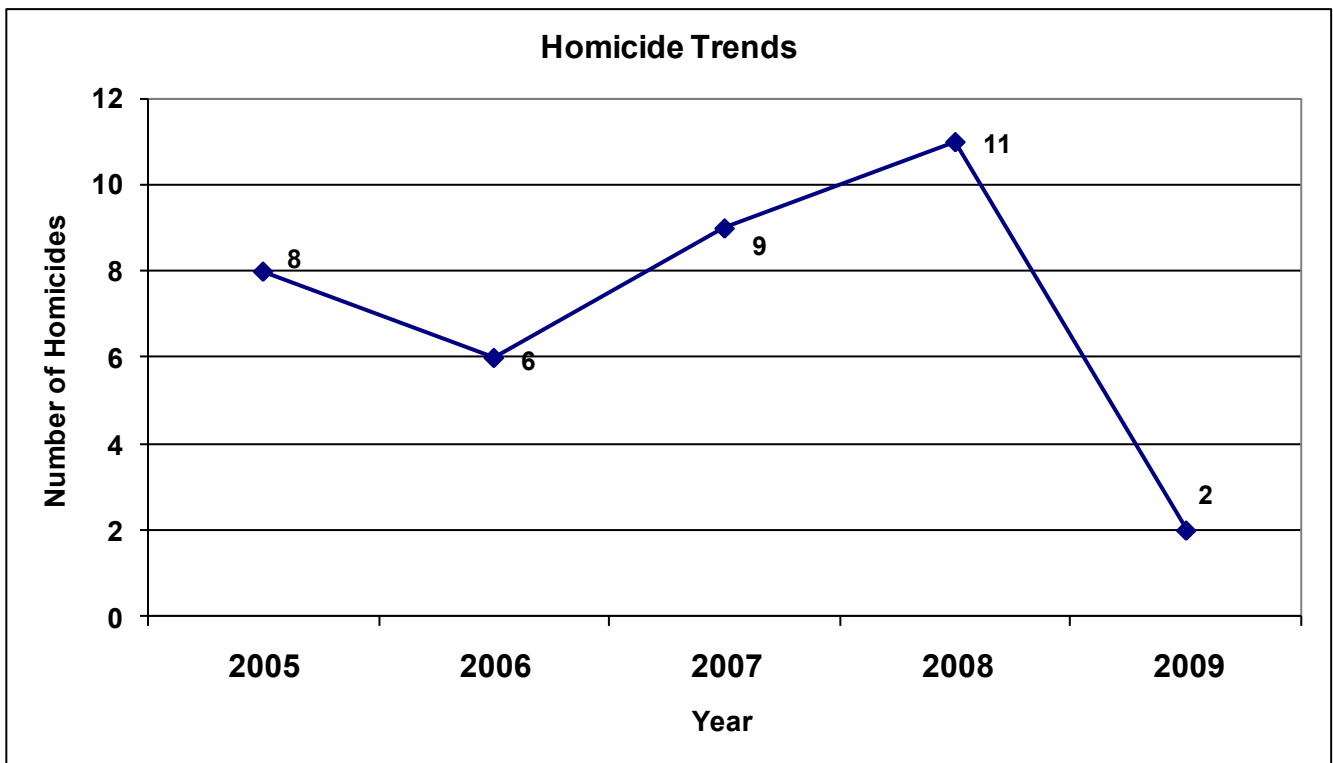
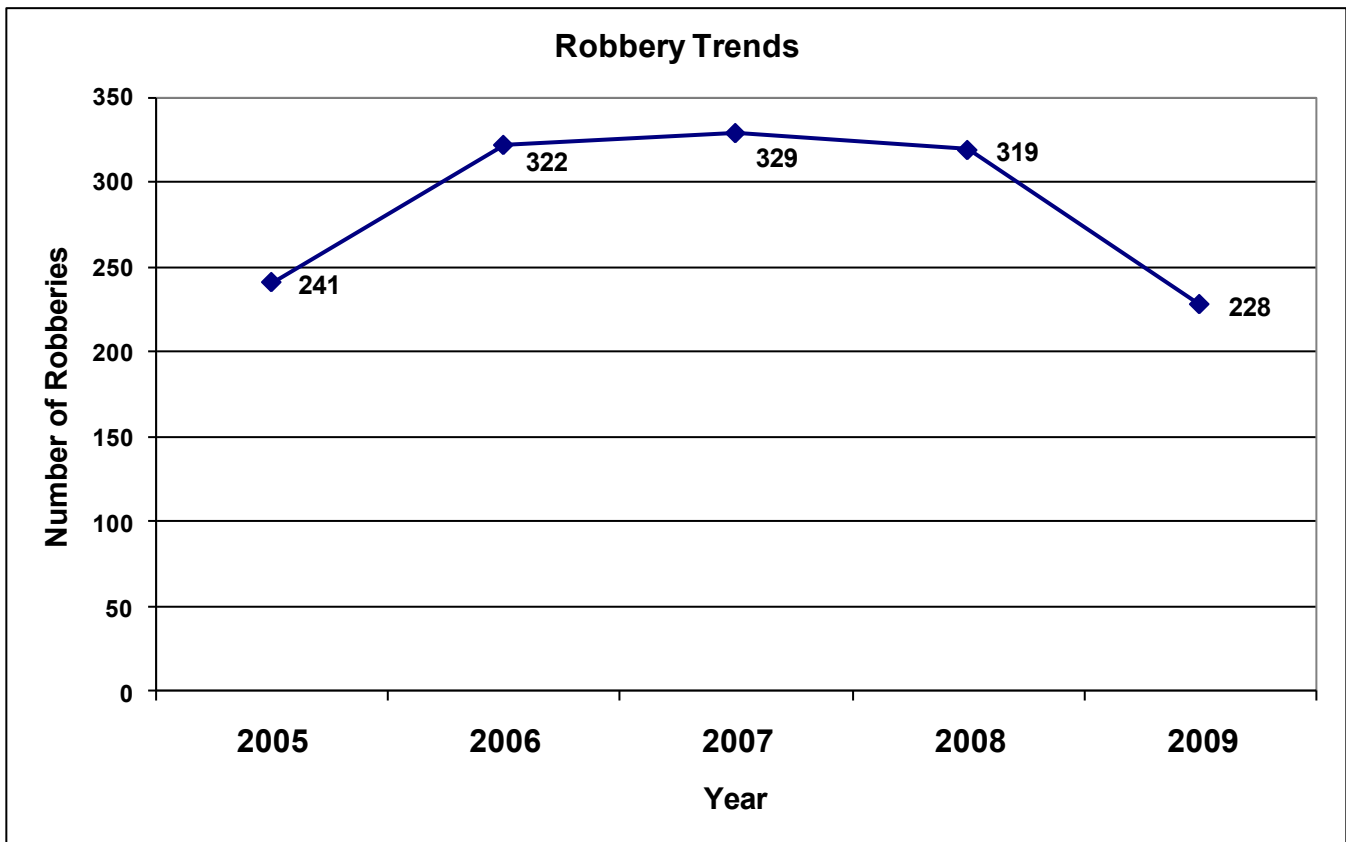
STATISTICS

Department Key Measures

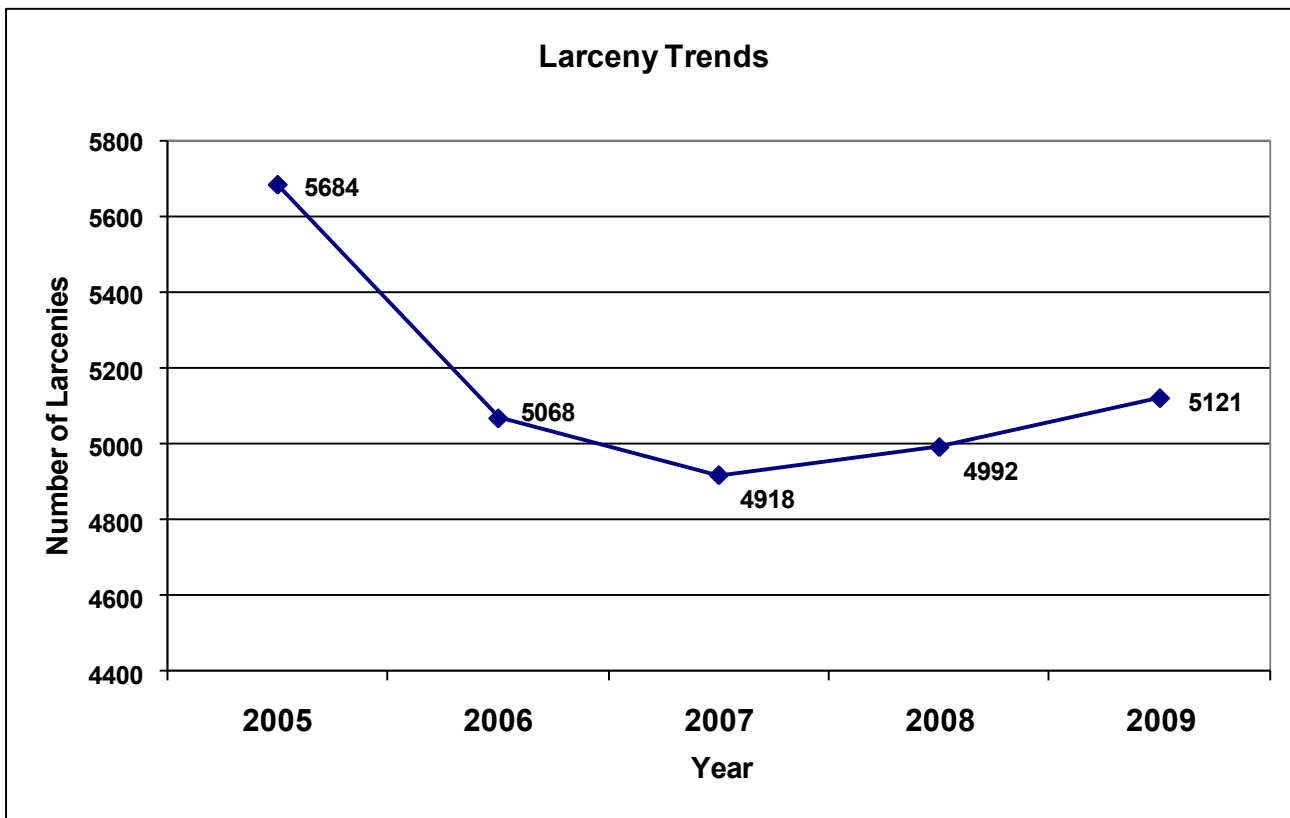
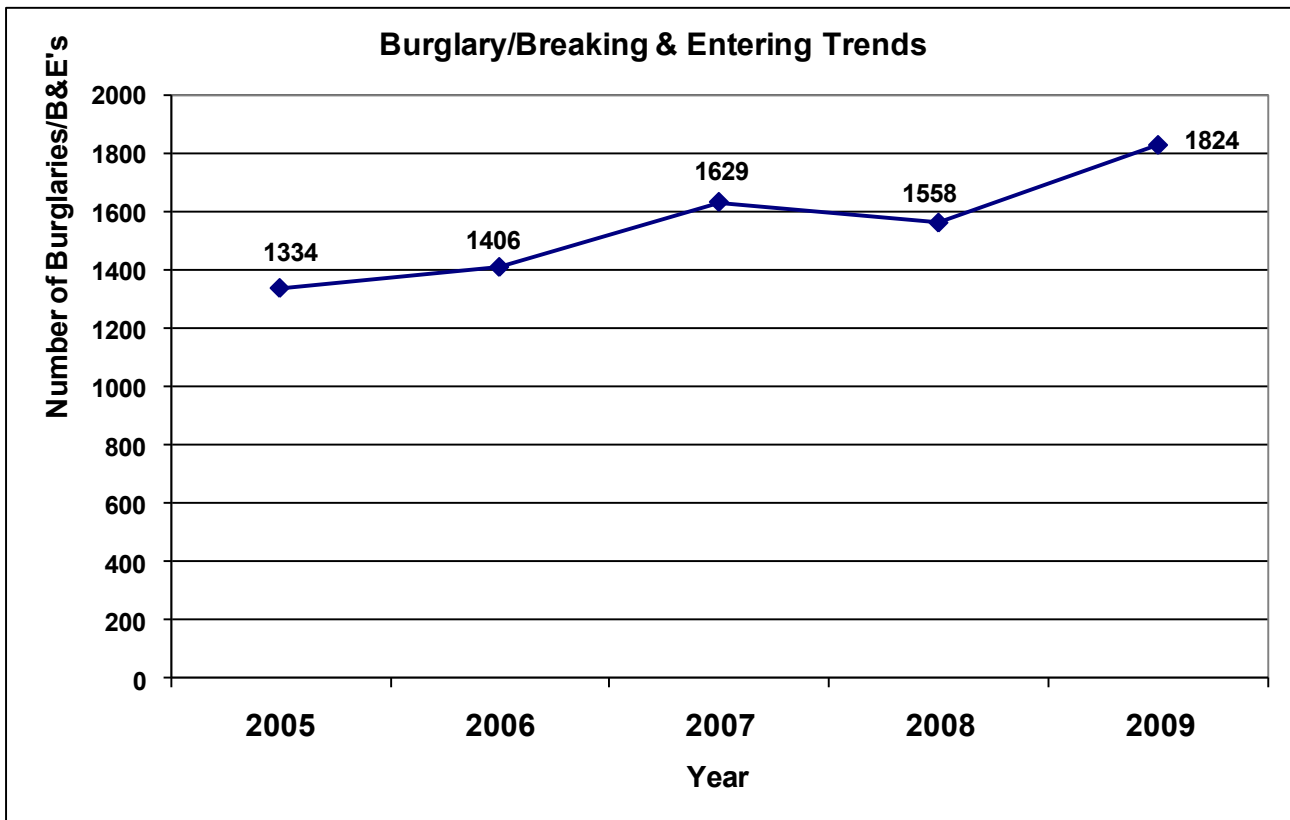
Category	2007	2008	2009
Authorized Sworn Strength	505	509	501
Population	306,000	311,000	314,000
Officers Per 1,000 Citizens	1.65	1.64	1.60
Cost Per Capita	\$142.10	\$157.67	\$165.31
Calls for Service	189,583	192,105	192,369
Police Activities	189,392	223,416	293,032
IBR Group A Clearance Rate	46%	44%	46%



STATISTICS



STATISTICS



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